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Development of the FY 2004 Consortium Work Plan

In June we informed you about our plans for determining the Consortium's FY 04 Work Plan. Since that time we have heard from several Consortium members and many of our senior consultants who do work for the Center for Human Resources Management. We have also had the benefit of positive feedback from many of the Academy Fellows who follow the activities of the Consortium and are directly involved in the consulting and advisory services work we perform. Two topics that continue to be mentioned are competitive sourcing and the implementation of the Chief Human Capital Officer concept in organizations.

Based on the continued emphasis for competitive sourcing opportunities by the Administration we would expect this to be a top priority topic for everyone. Because of its importance, the Academy held a forum on the subject of competitive sourcing on June 25. The forum included key private and public executives knowledgeable about outsourcing human resources functions. The outsourcing relationship between the Transportation Security Administration and Pearson Government Solutions was the starting point for the broader discussion on outsourcing issues that ensued.

These four questions were explored in depth by the participants:

- What outsourcing strategies have worked and what are the "best practices" that enabled them to succeed?
- What outsourcing strategies have failed and what are the lessons learned from these experiences?

- Does outsourcing provide an opportunity for federal managers to focus more on their organization's primary mission or does it serve as distraction to senior executives?
- How does the federal government determine realistic performance expectations and measurement techniques for its contractors?

We will have an in-depth recap of this forum at our August 20th meeting at the Academy from 10am to 1pm and lead a competitive sourcing discussion among meeting participants. Key components of this discussion will revolve around where improvements in this process can be made, especially the need to establish clear performance expectations and metrics, as well as the requirement to develop more realistic outcomes to ensure that when products and services are in fact outsourced that it is effective for both the supplier enterprise and for the government.

We hope you will all join us for the HR Directors lunch meeting on August 20th at 10am, at the Academy facility.

Task 1: Excellence in Government Conference 2003

During the first week of July, several Academy staff and the Center for Human Resources Management participated in the *Excellence in Government Conference*, a highly anticipated event attended by nearly a thousand federal government constituents. This year's theme, "Innovation in Government" allowed the Center to fittingly share the research and recommendations from its ongoing Consortium study, *The 21st Century Federal Manager: A Study of Changing Roles and Competencies*.

The first two volumes of the study, *The 21st Century Federal Manager: A Study of Changing Roles and Competencies* and *First Line Supervisors In Federal Service: Selection, Development and Management*, were personally recognized by Mr. Tim Clark, President and Editor of *Government Executive* magazine, during the commencement speech of the conference.

The books were on sale at the Conference bookstore and displayed at the booths of the Academy and Management Concepts, the Center's joint partner in this venture. Drawings for the books were also held, and each conference speaker received the two volumes wrapped in a green ribbon, alluding to the goal of the President's Management Agenda and how the study on *The 21st Century Federal Manager* would help federal agencies in "getting to green."

The study permeated throughout the conference and was highlighted at one of the sessions, *Hitting the Wall: Obstacles to Effective Supervision and Management*. The Academy's President Howard Messner introduced the panel, which included the Center's Director Al Ressler, Ron Sanders from OPM, and Mike Dovilla, a key member of Senator Voinovich's Congressional staff. The panel led a successful discussion on the issues facing federal managers and supervisors today, reinforcing the findings and recommendations from *The 21st Century Federal Manager*.

The event was effective in increasing the Academy's visibility and helped to carry out the Center's communications plan for *The 21st Century Federal Manager* study.

Task 3: Report 1 -- Broadband Pay Experience in the Private Sector

The report has been published. We expect to publish Report 2, Broadband Pay Experience in the Public Sector, in the next two weeks and send both reports to you about the first week in August.

Work on Report 3 and the recommendations for federal government action are still being held up pending receipt of additional funding.

New HR Department Benchmarks and Analysis 2003

For those of you who want to compare your agencies HR Organization's achievements against those of more than 500 private sector companies, the Bureau of National Affairs (BNA) in collaboration with the Society for Human Resources Management (SHRM), has just produced a second complete report on the state of the private sector HR function. We are not selling the report nor recommending it but believe you may be interested in hearing about it. It contains "more than 100 pages of research on HR department budgets, staffing and responsibilities." If you are a SHRM member or a BNA Subscriber, you can get a free executive summary from SHRM or BNA and/or buy the full 150 page report for \$795. If you are not a member, you can buy the full report for \$1195 from BNA or SHRM.

We have seen the executive summary and find some interesting data on what the private sector HR departments contract out, who handles compensation, HR staff trends from 1994-2003, HR staff cost comparisons, etc.

National Public Service Awards Nominations Needed

The American Society for Public Administration (ASPA) and the National Academy of Public Administration (NAPA) established the National Public Service Awards (NPSA) to honor individuals who make outstanding contributions to public service within and outside the work environment. This message is meant to publicize the nominating process. Nominations are due October 17th. The nomination guidelines have been redesigned this year and the changes are reflected in the web site link below for the 2004 program.

http://www.napawash.org/about_academy/about_npsa.html

Upcoming Events

Our next **HR Directors Luncheon** will take place August 20th from 10am-1pm. Topics will include planning the Consortium work plan for FY04. To reserve your space for this event, please contact Catherine Garcia [cgarcia@napawash.org]